NEW METHODS THAT SAVE PHILADELPHIA A MILLION A YEAR



What a Real Business Regime Has Accomplished in Quaker City's Department of Public Works

reau of City Property, \$70,000.

New Yorkers at the present time. when taxpayers are getting apprehensive and when Mayor Mitchel is preparing drastic measures, even in the cutting of employees' salaries. Yet Philadelphia has done just that, ac-cording to Morris L. Cooke, Director of Public Works, who adds that the pres ent year, ending December 31, will find a still greater saving.

Mr. Cooke is credited with being the man whose imaginative mind and practical business sense have brought about such a saving in expense; but in telling the story of what has been achieved he gives all credit to the men and women in his department.

"The employees of the Department Works have effected the economies," he said. "They number 4,000 and for the past three years at least every one of them has being doing his level best to give the city of Philadelphia full value for all money expended. I am a great believer in publicity and in freedom of contract For this reason we have advertised our merely in Philadelphia newspapers but in engineering journals. By clean ing up our specifications and wideical contracting combination in Phila- gers, surveyors and superintendents. delphia has been underbid. Two pav- Director Cooke soon after coming

what is being done with the money the "Know Your City Better" see that the proposed work is to the dance of 5,000 people. general advantage of the community being appropriated.

Bensalem Service Test Railway we history of the mosquito, and other twenty-six sections which in plain ponds, draining lowlands, cleaning language told the citizen just what sewer inlets, and so on. When we are the end of July, Mrs. Atwood was enwas being done. With this information have important public meetings, or gaged in assisting the unemployed, who gains his daily bread through was being done. With this information he could watch the work and untion he could watch the work and unfor any reason wish to call public
thousands of applicants and made "My suggestion is that State and thousands of applicants and made". derstand its progress step by step, attention to any municipal undertakcame personally interested in the suc- which the motion picture halls use be-

tractive signboards. In the matter of annual reports he has accomplished a to talk on any desired subject of mu-

But his department was able to ob- provements. tain an appropriation of \$200,000 for our efforts is constantly of workingmen during a business monly considered the unemployable a sewer that had been a pressing need to attract a high grade class of men career of twenty-odd years. The fellow. Preference should be given for many years, "largely through the and women into various kinds of mu- problem of the unemployed was very to the married employable men, and human interest injected into a public nicipal work. Nothing will have a more much with us last winter and spring, for these the regular wage schedule hearing by the pathetic story of a powerful effect than such steadily in- and we are going to have it again in New York would be at the rate of poor woman who was a baker and creasing betterment in the quality of when cold weather comes to cut short 20 cents an hour for an eight hour

URING the past three years the ued, "and public agitation and the single Department of Public appropriation followed."

Works in Philadelphia has The present administration of the saved the Quaker City con- Philadelphia Department of Public siderably over \$3,000.000; of which the Works believes in arousing keen ri-Bureau of Highways saved \$1,180,000; valry among its 4,000 employees for the Water Bureau, \$1,202,809; the Bu- good suggestions and for efficient reau of Lighting, \$470,660, and the Bu- work. A handsome silver cup, for ex-That Philadelphia has been able to Surveys for making the largest numinstitute economies of operating ex- ber of practical suggestions in the penses in a single city department entire department. The suggestions without lessening its work, and save and ideas were divided into three genthereby considerably more than \$1.-000,000 per year, may be of interest to awarded in each class.



contract work very extensively, not An object lesson in handling city documents. The neat pile of specifications folded under Mr. Cooke's system contains matter identical with the heap in the basket.

number of competitors but have made and they play a series of match games. more efficient, more able to care for done to help our city employees to tied to the wharf at the reduction tral sections of the town. This, says soon find out that a relatively small the building. it possible for contractors not living Last season the Bureau of Water won in Philadelphia to bid on the work. In the championship, and was awarded other words, Philadelphia is not a the director's cup. Several hundred em-'closed city,' as in former days. In ployees submitted suggestions of prac-four notable instances during the past tical importance, among them being this freedom of bidding has draughtsmen, laborers, clerks, enmeant that the long established polit- gineers, plumbers, inspectors, messen-

ing contracts, running into the hun- into office found that the water supdreds of thousands of dollars, were ply situation needed the active co- Mrs. S. J. Atwood of this city, and in taken by contractors who formerly operation of the public. Straightway charged just 100 per cent. more for the he erected in the courtyard of City Hall a series of booths for a "Water There is no question that those in the administration work of a municipal lodging pair in practically every big fashioned idea that advertising is cometing in the nature of a crime. I am convinced that in the future engineers, for example, will find it more advantageous to popularize and more advantageous to popularize and more advantageous to popularize and more advantageous to popularize their work, to tell the public about it work of a municipal lodging save soup houses, municipal lodging same kind of works in the business of employed. We have soup houses, municipal lodging same kind of works in the unemployed will be given that of feel almost country for the largest this novel form of publicity attracted an attendance of more than 400,000 of this country for the largest this novel form of publicity attracted an attendance of more than 400,000 of the sount ploy in the public about it then the unemployed. We have soup houses, municipal lodging same kind of works in the unemployed value given that the unemployed came. The business of employed came, The leaves his entored works have soup houses, municipal lodging that the unemployed came, the ploying labor in practically every big same kind of works and the unemployed came, the unemployed came, the unemployed came, the ploying labor in practically every big same kind of works and the unemployed came, the ploying labor in practically every big same kind of works and the unemployed came, the ploying labor in practically every big same kind of works and the unemployed came, the ploying labor in practically every big duration to the form of publicity attracted the plants of the other came, that if the unemployed came have soup houses, municipal lodging have soup houses, municipal lodging that the unemployed came have soup houses, municipal lodging that the unemployed came have soup houses, municipal lodging that the unemployed came There is no question that those in Saving Show." Within a few weeks their work, to tell the public about it ments as well. One of the most sucso that the public will understand cessful was a novel undertaking called they provide. When the taxpayers once which had an average daily atten-

"In a number of instances," Mr. they will insist on the necessary money Cooke explained, "we have used moving picture shows. In our mosquito 'As an illustration of this I may extermination campaign we showed, add that in building our Byberry and night after night, slides giving the life And thousands of men and women be- ing, we have colored slides prepared. tween their regular reels. In this way streets and in similar we reach nightly an enormous number

Improvements Director Cooke has had of people.
blueprints of the plans posted on at"We have offered to all kinds of annual reports he has accomplished a to talk on any desired subject of murevolution. Technical matter and star reignal interest. In my country, and operations, and when the stone is
social economics," she said. "But in
revolution. Technical matter and star reignal interest. In my country, and the distributed for the revolution. Technical matter and sta- nicipal interest. In my opinion a city this city of ours the distinction is beds of macadam or asphalt roadways tistics are either put in a special re- the size of Philadelphia should have commonly missed by the well mean- Large gangs of men are usually needed port or are included in an appendix, a thoroughly organized lecture bureau, ing and totally lost sight of by the for work of this sort, and except when while the report itself is written with with ample slide and reel equipment. municipal authorities. the interesting features of a popular Our street cleaning parade was witmagazine article and is copiously illus- nessed by a great multitude of people; man out of work isn't asking alms, the coldest days of winter. trated with halftone cuts and original but this did not satisfy us. We had and it goes against his honest grain to

reed of getting responsible newspa- has issued valuable pumphiets which with a covert threat. All he asks is a don't you? I want work for pers interested in every development inform the public authoritatively on chance to pull himself out of a hole laborer just when jobs are hardest which the city department is endeav- matters as diversified as 'Standard only occasionally of his own making, for him to get and when the rigors oring to accomplish. As an illustra- Specifications for Construction Work. and he does not want to be forced to of the season tax him most if he is tion of this he mentioned the fact that 'The Relation of the Municipality to accept needed help sandwiched be- not properly housed and clothed and sewers and news about sewers "do the Problem of the Unemployed," The tween indignity and disapproval, sewers and news about sewers "do the Problem of the Unemployed," The tween indignity and disapproval, not fire the public imagination and Collection and Disposal of Sewage." A man is by no means out because the newspapers pay little attention of the Unemployed, "The tween indignity and disapproval, "I would urge that both the State he is down or any less lacking in the city establish two separate." Procedure for Locating Street Im- decent pride because he is hard up camps, the first for the employable

whose small stock of flour was ruined the individual and the service he ren- certain kinds of seasonal work. And day. Good portable bunk houses and

at every heavy rainfall, and all for ders. It is our aim to surround our believe me, the city authorities have boarding houses can be erected on the employees with every safeguard, and got to meet the situation as it develops ground very cheaply and are easily "The story reached the first page of assist them in the broadest fashion, in a different way from that adopted moved along as the work progresses, the newspapers," Mr. Cooke contin- through fair breatment, he wages, by them heretofore.

spread advertising of contracts to be Baseball teams have been organ- educational opportunities and other the city's welfare. let we have not merely increased the ized in each of the several bureaus advantages which should make them

Morris L. Cooke, director De-Philadelphia.

become more self-respecting. Placing certain classes of them in uniform has been part of the general campaign for stimulating a feeling of pride in the city service. One of our street cleaning contractors found that it was ing contractors found that it was in the city service. One of our street cleaning contractors found that it was ing contractors found that it was ing contractors found that it was ing contractors found that it was in the city service. One of our street cleaning contractors found that it was in the business of the building also prevents undue accumulation dust. The floors moreover, are cleaning contractors found that it was in the business of the municipality to do all it was increased in the city service. One of our street cleaning contractors found that it was increased in the city service. One of our street cleaning contractors found that it was increased in the city service. One of our street cleaning contractors found that it was increased in the city service. One of our street cleaning contractors found that it was increased in the city service. One of our street cleaning contractors found that it was in the city service. One of our street cleaning contractors found that it was in the city service. One of our street cleaning contractors found that it was in the city service. One of our street cleaning contractors found that it was in the city service. One of our street cleaning contractors found that it was in the city service. One of the building also prevents under the city service is decidedly of the opinion that it was also preven

prosperous, informed us that the men York, engaged in this work really 'liked it.' The work is now being done with a Cooke, "to be good municipal policy to clam shell scoop, and at a considerable saving."

The same corner improved at an expense of only \$5,000.

ness.

recognized was the importance of ing districts. Whenever opportunity offered to improve the paving, cleanployees in this or that branch of work. ing and lighting of such thoroughfares with interchange of ideas and discus- we have embraced it. Six days were

gether for social and other purposes outside working hours. The annual was to point out clearly to retail mer- ness efficien banquet held on Franklin's birthday partment of Public Works, anniversary was attended by 1.300 and was really a success. The guests of honor were Mayor Mitchel of New become more self-respecting. Placing York and Mayor Blankenburg of Phila-

almost impossible to keep white uni- private citizen in his every undertakalmost impossible to keep white uniforms on men who were paid but \$1.30 ing and to do this through expert a day and not given steady employment at that. In order to avoid being ment at that. In order to avoid being phia, as in other large cities, there have to pay \$1.50 a day and give seems to be an ever increasing tender.

The quite sure," he continues. The will be a satisfaction to American to know that the burget would be spent on our main traffic streets to keep them in good the condition, would be almost a popular to condition, would be almost a popular to the continues. the city's welfare.

"A great many things have been "In removing garbage from scows" certain restricted areas near the cen-

plant, it was formerly the custom of Mr. Cooke, results in an unnecessary the contractor to have men work knee- burden being put upon the people deep and sometimes almost up to their themselves as well as upon the streets walsts, shovelling the garbage. Those and other transit facilities. And that that practically all public printing i unaccustomed to such things will find is where the Department of Public Philadelphia is absolutely under the on this work, who had grown rich and problem in Philadelphia as in New printers which includes practical

"It has seemed to us," said Mr.

encourage in every way the upbuilding One thing which Mr. Cooke early more particularly those in the outlyof separate retail trade centres, and "In order to build up a spirit of comradeship," he says, "our employees have been encouraged to come together for words and a course of free public lectures was given before audiences in four widely separated southern to the course of the widely separated sections of the Director Cooke in his effort to me city. The main object of the lectures age his department on a basis of but city. chants in the outlying districts the possibilities of building up their busi-

> In speaking of the wear and tear on city streets by automobiles Director

Corner of Broad and Arch streets as it looked a short

increase in the license fee would be more than offset by a reduction in repairs. The goal toward which we all should work, it seems to me, would be to have as many of our municipa activities as possible self-supporting"

plished by the Department of Public Works was the result of an investigation of standard specifications of printing the annual reports of the several departments of the city. During six years the printing had cost from \$12,250 up to \$17,000. After a detailed study of the costs and preparation of standard specifications this expense was reduced to \$5,500. As to this item Director Cooke makes the tollowing statement, which may surprise those who have but partial understanding of the matter:

"The fact has also been developed that practically all public printing is difficult to picture this scene in its Works comes into the problem; for control of one printing concern and utter demoralization. The contract r local transit is relatively as great a that a combination of employing all the largest printers in Philadelphia acquiesce in this control. The same discovery was made in New York tw or three years ago, and as a result the new administration has been ab to cut the bills for printing in hall saving in that city annually some thing over \$700,000. It may be stated with little possibility of contradiction that the same sort of corrupt understanding exists between political graf and illegal trade combination in mos of the large cities of the country.

> Director Cooke in his effort to ma Philadelphia City Hall painted, whiof the corridors of the building while it is gathered for removal

It will be a satisfaction to every

WOMAN'S SOLUTION OF UNEMPLOYMENT PROBLEM

Jow are you qualified to Mrs. S. J. Atwood, Long Experienced in Supplying Large Bodies of Workers, in new in this; it has been done to constitute before on a moderate scale unemployed?" Points Remedies for Existing Evils This question was put to

I have done this work besides in Canada, Alaska and old Mexico, not to mention many islands in the Atlantic and Pacific oceans. I know the needs and the like. The point is that these of the laboring man, and I also know undertakings should be analyzed in the perils or mistakes incident to hys- their requirements and the different terical philanthropy."

thousands of applicants and made them as far as possible self-helpful. "My suggestion is that State and city engineers give special heed to

In referring to the value of proper shown in many of the 'movies' during sake of a full meal and a night's not one of those officials that could publicity, aside from regular legal ad-vertising, Mr. Cooke emphasized the "The department from time to time that is handed out to him by the city procedure. You see what I am after,

> I have had to do with many thousands man and the second for what is com-"One of our efforts is constantly of workingmen during a business monly considered the unemployable

answer she said:

"At the present time we are resort—asks aid he should be arrested at once twenty years in the business of employing labor in practically every big labor in practically every big have supplied by the manufacture of the control of

parts so distributed over the whole For nearly six months of the present twelve months that there would be

she believes that the unemployment problem is coming up again and she has a theory as to how it should be character that it can be quarried at "A self-respecting laborer or crafts- the laying of this foundation even in

"I have put these facts before our

civil engineers, general superintends fundamentally wrong, ents, foremen and all sorts of skilled and common labor down to the youngst water boy carried on the payrolls.

I have done this work besides in tunities for physical effort; there is

"But there is another phase of this Long Island.

forth and sought high and low for a should not be conf chance to turn an honest penny, "We have got to face through their own efforts. But, not upon us to deal with the ca a few of the men that I was able to laborer and his fellow who place came back at the end of a few time have undermined.

not then strong enough after what be able to do many useful but they had gone through to put in a tasks, has a precious poor good day's work. A boss laborer is where the standard is vigoro not a sentimental creature. When alone, he finds that one of his gang can't "My idea is a place in the toss so many shovelfuls of dirt daily a sort of big communal farm or that he falls short in any other the man needing a chance to way of the established standard of his body and to get a grip of physical effort, then incapacity suffers, in a decent atmosphere we and a strong man tales the place of just the opportunity requi

unemployed must be given with some farm, some of them wor sort of discretion and that the man pendently and upon share that has lately been ill and is still less fit being assigned below par, though willing to labor, tasks under capable a should be put at work that is within his present power. To turn him loose the proposition to establish on the world and to expect him to munity of interest among cope successfully with his brawny labor centres for the puri brother is both unfair and well night changing jobs by shifting certain to bring him back for help, or ployed from one section even to affect him so that he is an try to another. This seh urgent subject for the attention of solve the problem of fin the hospital.

"Worse than that, he is very likely "We must remember to linger there longer because of the mand for labor is seas-too hasty demand that has been made stantially contemporaneo upon his physical resourcefulne . All the breadth of the nata of this costs the city more than it biggest cities lie, and t would if the problem were dealt with comes and goes at the san understandingly and sympathetically all of them. -not as charity, but as an economic question that must be solved sooner also begin to hum elsewin or later along intelligent lines.

camp where a large number of men nation. Therefore, we can be accommodated in easy touch of employed resolves its some public undertaking; next, a kin- into a local problem - pe dred place of housing on some large in the sense of being wooded tract that the owners desire to a city's limits, but env have cleared, being willing to give the the same general reg

ly bring enough to cover all a

"A house in town like the He

ys. market wants only the phy "Why? Simply because they were and the aged worker, who

his temporarily less husky fellow.
"It is evident, then, that aid to the manent places upon the

generally found the same "What I urge is, first, some sort of exist at the same time i



Mrs. S. J. Atwood.